

The Juvenile Crime Prevention Council (JCPC) for Rowan County would like to announce the availability of up to \$136,809 in Federal American Recovery Reinvestment Act dollars. This pilot program will provide individual youth-based transition/re-entry services to youth who are residents of Rowan County and are exiting the Cabarrus Center Youth Development Center. These are time limited funds covering FY 2010-2011 intended as “seed funding” to develop a pilot model for further dissemination and expansion in other YDCs and communities in the state.

Applicants must complete the “Gang Prevention and Intervention Pilot Program Agreement” and submit three (3) signed originals and two (2) signed copies (Program Manager only) to be considered for funding. Program Agreements should be mailed or hand delivered to Laura Moore, 130 W. Innes Street, Salisbury, North Carolina 28144 by September 10, 2010 at 1:00pm. Program agreements can be downloaded from the DJJDP web site, www.ncdjdp.org/jcpc/gang_violence.html

Please note applications meeting the FIRST PRIORITY requirements will be considered for funding before applications meeting the SECOND PRIORITY.

For technical assistance please contact:
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Department of Juvenile Justice and Delinquency Prevention (DJJDP)
Gang Prevention and Intervention Pilot Program
Request for Proposals (RFP)

Goal

The goal of this pilot program is to prevent and reduce high-risk behavior and gang involvement in two Youth Development Centers and a seven-county catchment area, resulting in reduced juvenile delinquency and increased public safety.

Purpose

This pilot program will provide individual youth-based transition/re-entry services to youth exiting two Youth Development Centers (YDC) and seven county catchment communities. The Cabarrus YDC urban catchment counties include Cabarrus, Mecklenburg, and Rowan. The Edgecombe YDC rural catchment counties include Edgecombe, Nash, Wilson, and Halifax. These select counties may also use these grant funds to enhance their gang prevention and intervention services using one or more of the five strategies in the OJJDP Comprehensive Gang Model.

Objectives

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The Gang Prevention and Intervention Pilot Program has four objectives:

1. Institute evidence-based youth prevention and intervention curriculum in two YDCs.
2. Develop and sustain staff competencies related to gang recognition, validation, and effective management at the court services, detention, YDCs and community program provider levels of the juvenile justice system.
3. Provide the tools needed by YDCs and community program providers to effectively separate from gangs such as tattoo removal, drug and alcohol counseling, individual and family skill building, vocational training, and family support services where appropriate.
4. Develop or adapt, test, validate, and maintain effective electronic community and individual level tools for effective case management as well as assessment of gang prevalence and participation.

Source of Funding

The North Carolina Governor's Crime Commission (GCC) is the state recipient of \$6 million Federal Byrne/JAG funds supplied through the American Recovery and Reinvestment Act. These funds have been awarded to the Department of Juvenile Justice and Delinquency Prevention to fund this gang prevention and intervention pilot program through programming in two YDCs and seven select counties serving as the catchment areas for the two YDCs. These are time-limited funds covering FY 2009-2010 and FY 2010-2011 intended as "seed funding" to develop a pilot model for further dissemination and expansion in other YDCs and communities in the state.

Eligibility

Juvenile Crime Prevention Councils (JCPC) in the following counties are eligible to apply through the use of a JCPC Program Agreement: Cabarrus, Mecklenburg, Rowan; Edgecombe, Nash, Wilson, and Halifax.

Proposal Requirements

Applicants must complete the "*Gang Prevention and Intervention Pilot Program Agreement*" to be considered for funding. Program agreements can be downloaded from the DJJDP website, www.ncdjdp.org/jcpc/gang_violence.html. Submit three (3) program agreements with original signatures (including Chief Court Counselor on front of Program Agreement), and two (2) additional copies of the signed program agreement by the established due date. Faxed or emailed applications will *not* be accepted.

Match Requirement

These funds require no local match, but applicants are encouraged to demonstrate local support with cash or in-kind resources. Proposals that include community cash or in-kind resources must include documentation of the intent to provide that support and justification of the value claimed.

Contact Information

Questions about the RFP or Program Agreement should be directed to Dr. Fred West, Project Director at (919) 743-8141 fred.west@djdp.nc.gov or Tony Queen, Program Manager at 919-743-8221 Tony.Queen@djdp.nc.gov or to the applicant's area consultant.

Funding Information and Priorities

Funding will be available for selected programs beginning July 1, 2010 and ending June 30, 2011.

Base second-year funding for FY 2010-2011 for the selected seven counties is as follows: Cabarrus - \$149,231; Edgecombe - \$113,542; Halifax - \$113,756; Mecklenburg - \$339,765; Nash - \$125,355; Rowan - \$136,809; Wilson - \$121,542.

Funding Priorities

First Priority: Transition/Re-entry services for gang-affiliated youth exiting the Youth Development Center.

Targeted communities in catchment areas of specific YDCs will collaborate to develop a solution-focused, extensive systems improvement plan within each county using information available from any and all sources as to needs, gaps, etc. for the purpose of reducing gang-related juvenile crime. Examples of data sources would include, but not be limited to, the JCPC Annual Plan, risk and needs assessments, formal and informal gang assessments, the OJJDP Comprehensive Gang Model, and other resources relevant to transition/re-entry services (e.g., Youth Re-entry Task Force, Fall 2009, Altschuler, David M., 2005: Continuity of care in a re-entry context. Wisconsin Juvenile Court Intake Conference, Madison, WI; see also pages 5-6 for additional resources related to transition/re-entry). Community responses must be developed and implemented addressing the following: re-entry and aftercare transitional services in each county; provision of 24/7 supervision plan for youth returning to community, etc.; accountability measures and formative evaluation of the implemented plan. Counties/communities will mobilize current programs/services and facilitate appropriate placement for youth who are returning to communities from YDCs. **Of special interest will be proposals addressing vocational training, job training, job placement, and either full- or part-time employment.**

IMPORTANT: *If sufficient funds are available after meeting the first priority (transition/re-entry), funded applicants may also address the Pilot Program second priority of developing or expanding best practice-based programming for youth who are currently in the community and will be served using evidence-based best practices in gang prevention/intervention.*

Second Priority: The second priority for services in this Pilot Program is prevention/intervention best practices for youth at-risk for gang involvement or those already associated with gangs in the community. This will involve development and implementation of evidence-based programs/practices that serve court-involved, high-risk youth, and/or identified gang members. This priority requires evidence of a previously conducted assessment of the local gang problem. Under this priority, JCPCs will be expected to work with currently funded program providers and, as funding is available, create new programs, to continue or enhance evidence-based programs/practices for gang prevention/intervention based on the local gang assessment. Applicants must demonstrate that evidence-based programs/practices have been developed to address problems identified in the gang assessment to receive funding.

NOTE: Applicants selecting the Second Priority must choose evidence-based programs/practices from OJJDP's Model Programs Guide:
http://www.dsgonline.com/MPG25_Local/MPGSearch/WebForm2_Demo.aspx.

OR

OJJDP's Strategic Planning Tool:

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Program Agreement Submission and Selection Process

- The JCPC funding committee will review applications received using a standard rating form, and recommend the most highly rated applications for funding to the JCPC and then to the County Board of Commissioners for approval and signatures.
- The highest rated applications will then be sent to the appropriate Area Consultant for review and comment. The Area Consultant will send the signed applications, rating forms, and review and comment forms to the DJJDP state offices.
- A DJJDP-selected review team will then review, rank, and select applications based on the Program Agreement for final approval based on the RFP requirements and demonstrated need.

Upon funding notification, awarded projects will be required to make any revisions necessary in its Program Agreement with DJJDP by the due date established by the Department.

Reporting Requirements

- Quarterly performance measures and outcomes as identified in the Program Agreement
- Other quarterly reporting requirements as determined under the American Recovery and Reinvestment Act (ARRA)
- “Gang Prevention and Intervention Pilot Program Performance Measures and Evaluation Form” provided online through the Governor’s Crime Commission (Funded applicants will be provided additional information about this requirement)
- DJJDP Client Tracking Database for all programming projects
- Monthly expenditure reports
- Final Accounting

APPLICATION RESOURCES All applicants should use the following resources in completing the “Gang Prevention and Intervention Pilot Program Agreement” when applying for funding.
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A. General Gang Information

The term “gang” is used to describe a variety of groups, including youth gangs, drug gangs, prison gangs, crews or posses, and adult criminal organizations. The terms youth gang and street gang are used interchangeably. This initiative targets street/youth gangs. Researchers generally agree that the following characteristics identify a youth gang:

- more than two members
- generally ages 12-24
- a shared sense of identity (commonly a name)
- identification by selves and others as a gang
- some permanence & a degree of organization
- verbal & nonverbal forms of communication, and
- involvement in an elevated level of criminal activity

Prevention Strategies

Gang activity is a complex social phenomenon that varies by age, degree of gang involvement, and severity of offending. Risk factors associated with the probability of joining a gang run across

family, school, peer, and community lines. Accordingly, no single program or strategy operating independently is likely to have a lasting effect in reducing gang activity. Comprehensive anti-gang initiatives, however, coordinate multiple approaches with recognition that each strategy plays a role towards a comprehensive effort. As previously noted, communities have adopted a broad range of strategies to combat gang activity, many of which may be categorized as follows:

- Primary prevention includes activities designed to reduce risk factors or increase protective factors among the entire population of youth and families in communities with significant levels of gang activity.
- Secondary prevention includes programs and services intended to decrease the likelihood of joining a gang among youth who have already displayed early signs of problem behavior or who are exposed to multiple known risk factors for gang activity. These services typically include some form of individual risk assessment and often focus on youth aged 7 to 14 and their families. Younger siblings and family members of gang-involved youth are particularly suitable for these services.
- Intervention with high-risk or gang-involved youth includes community-based programs that balance the delivery of services and educational and employment opportunities with supervision and accountability. Intervention services typically involve outreach to youth and families, individual risk/needs assessment, case management, service referrals, coordinated service delivery, and supervision.
- Targeted gang enforcement includes community-oriented and problem-oriented policing strategies with an emphasis on gangs, and collaborative enforcement strategies involving probation and prosecution to target high rate gang offenders, gang leaders, and serious violent offenders.

NOTE: The “Prevention Strategies” information is referenced from the OJJDP FY 2008 Gang Prevention Coordination Assistance Program announcement:

<http://www.ojjdp.ncjrs.gov/grants/solicitations/FY2008/Gang.pdf>

B. First Priority Projects: Evidence-Based Youth Transition/Re-Entry Services

The transition/re-entry of a youth from a Youth Development Center is a critical component in the Juvenile Justice services continuum. Research and field-based study in the Juvenile Justice System yields the following **summary of best-practices in Transition/Re-entry**:

- Must be based on the individual youth’s needs as evidenced in the service plan section addressing transition/re-entry
- Early transition/re-entry planning while in the YDC
- Project coordinator and court counselor involved in YDC and community
- Intervention begun in YDC and continued into community
- Transitional residence addressed
- Transition day programming, educational and other services based on individualized services plan (used by community-based intervention team)
- Project coordinator and court counselor roles complement each other in phased youth supervision, services brokerage, and advocacy
- Includes case management system to document youth progress in transition/re-entry services and project-related evaluation outputs and outcomes (data on youth receiving services and other **outputs/outcomes** (examples: **outcomes**: reduction in subsequent complaints; number

of program participants completing services; percent of staff who reported the training as useful; **output:** number of new personnel paid with ARRA JAG funds

Based on the combination of research findings and several decades of re-entry service experience, the juvenile justice field has identified the following principles for effective youth re-entry programs:

- Be located in the community where the returning youth live
- Be individualized to assist with developmental deficits
- Concentrate heavily on ensuring school enrollment and attendance
- Include access to mental health and substance abuse treatment
- Recognize the diverse needs of returning youth
- Include a structured workforce preparation employment component

Resources for use in Developing Effective Transition/Re-entry Services

1. Back on track: Theory, research, and promising approaches to youth re-entry. A publication of the Youth Re-entry Task Force, Fall 2009.
2. Altschuler, David M. (2005). Continuity of care in a re-entry context. Wisconsin Juvenile Court Intake Conference, Madison, WI (NOTE: This is included in your handout packet today).
3. Re-entry for safer communities. National Association of Counties in cooperation with the Bureau of Justice Assistance, September 2008.
4. A summary of best practices in school re-entry for incarcerated youth returning home. <http://www.neglected-delinquent.org/resources/library/transition.asp>
5. Transition, re-entry, and aftercare. National Evaluation and Technical Assistance Center for the Education of Children and Youth Who Are Neglected, Delinquent, or At-risk, U.S. Department of Education.
6. Transition Toolkit 2.0: Meeting the educational needs of youth exposed to the juvenile justice system. U.S. Department of Education. www.neglected-delinquent.org
7. Wraparound/Case Management. Office of Juvenile Justice and Delinquency Prevention, Model Programs Guide 3.0.
8. Supporting youth in transition to adulthood: Lessons learned from child welfare and juvenile justice. Center for Juvenile Justice Reform, April 2009
9. Second Chance Act Re-entry Initiative. RFP from Office of Juvenile Justice and Delinquency Prevention, December 22, 2009

C. Second Priority Projects: OJJDP's Comprehensive Gang Model--Strategies to Address Developing or Existing Gang Problems

The Comprehensive Prevention, Intervention, and Suppression, Gang Model developed by the Federal Office of Juvenile Justice and Delinquency Prevention (OJJDP) is the tool applicants will use to continue local efforts of gang prevention and intervention.

1. Community Mobilization: Involvement of local citizens, including former gang-involved youth, community groups, agencies, and coordination of programs and staff functions within and across agencies.
2. Opportunities Provision: Development of a variety of specific education, training, and employment programs targeting gang-involved youth.

3. **Social Intervention:** Involving youth-serving agencies, schools, grassroots groups, faith-based organizations, police, and other juvenile/criminal justice organizations in “reaching out” to gang-involved youth and their families, and linking them with the conventional world and needed services.
4. **Suppression:** Formal and informal social control procedures, including close supervision and monitoring of gang-involved youth by agencies of the juvenile/criminal justice system and also by community-based agencies, schools, and grassroots groups.
5. **Organizational Change and Development:** Development and implementation of policies and procedures that result in the most effective use of available and potential resources, within and across agencies, to better address the gang problem.

NOTE: Five Strategies in OJJDP’s Comprehensive Gang Model listed above:

<http://www.iir.com/nygc/publications/gang-problems.pdf>

Suppression activities/programs/efforts WILL NOT be funded under this RFP.

D. Effective Implementation Strategies to address Gang Problems

Collecting data across several domains allows for a fuller understanding of local gang problems and the development of possible solutions. Specifically, to implement effective strategies to address gangs, communities need to know:

- What are the community’s demographics, racially, culturally, educationally, and economically?
- How has the community changed over time?
- What implications will community demographics have on the community’s response to gangs?
- What risk factors are affecting local youth, families, schools, and neighborhoods?
- What crimes are gangs committing?
- Who is committing these crimes?
- Who are the victims of these crimes?
- What is the demographic composition of local gangs?
- What gang issues are affecting local schools?
- What do school staff members and agency personnel say about the local gang problem

E. OJJDP Guide to Assist Communities with the Strategies in the Comprehensive Gang Model (CGM) can be accessed at the following location:

<http://www.iir.com/nygc/acgp/model.htm>

Also published is a guide to assist communities with implementation of the CGM. Program applicants should reference the strategies in these publications.

<http://www.iir.com/nygc/publications/gang-problems.pdf>